Governance Design Framework for the State Chief Information Officer

ENTERPRISE GUIDING PRINCIPLES

- Customer-Centricity: *Obsession With Quality to Delight Our Customers"*
- Employee Well-Being: *"Involve and Empower Employees in Our Business"*
- Return On Investment (ROI): *"Our Employees Are Our Most Important Asset –Train, Empower, and Value Them to Optimize Our Investments"*

ENTERPRISE BEST PRACTICES
As prescribed by the ITIL/ITSM Framework

- Service Manager (Business Perspective)
- Change Management
- Configuration Management
- Release Management
- Service Desk
- Incident Management
- Problem Management
- Service Level Management
- Availability Management
- Financial Management For IT Services
- Security Management
- ICT Infrastructure Management
- Applications Management
- IT Service Continuity Management
- Capacity Management

ENTERPRISE GOVERNANCE DECISION RIGHTS

SC Architecture Oversight Committee
- Information Technology Strategic Plan
- Statewide Enterprise Architecture linked to State Term Contracts
- Agency oversight of information technology planning

SC eGovernment Oversight Committee
- Policies and processes for eGovernment initiatives
- Implementation of agency eGovernment projects

SC Enterprise Information System Executive Oversight Committee
- Policies and processes for ERP roll-out
- ERP integration and scheduling

SC Government/Industry Council
- Communicate state procurement code and procedures
- Attract businesses to South Carolina
- Encourage minority/small business development and involvement

SC Information Sharing and Analysis Center
- Security policies and processes
- Statewide coordination and reporting of security incidents

K–12 Technology Oversight Committee
- Management and delivery of eRate funding to public schools
- Technology direction and delivery to public schools

Palmetto 800 MHz User Advisory Committee
- Emergency response communication management to government entities
- Collaboration with emergency support functions in other states

BUSINESS PERFORMANCE GOALS

Information Technology Infrastructure Library (ITIL)
- 100% ITIL trained employees in the state CIO
- Think horizontally – Deliver technology services to business customers while seeking continuous improvement

Business Continuity Planning and Disaster Recovery (BCP/DR)
- Enact BCP/DR capability for state government
- Establish data back-up alternate at the Southeast Regional Response Center in Greenville, South Carolina

Enterprise Portal (SC.gov)
- Business to consumer (B2C) enterprise portal in 90% of state agencies
- Extend eGovernment best practices to Germany
- Enterprise Resource Planning (ERP)
- Implement FI/MM and HR processes in state agencies

eLearning
- State government and public K–20 eLearning 100% available through 12 virtual regional education centers distributed throughout South Carolina

Connectivity
- Develop broadband technology policy with agencies
- Ensure 99% connectivity uptime for state networks

Security
- Develop statewide security policy with agencies
- Develop statewide critical information response team to protect information technology resources

Enterprise Infrastructure
- Ensure 99% uptime for data center (mainframes and servers)
- Backup and restore mission critical applications within 24 hours

ENTERPRISE METRICS AND ACCOUNTABILITIES

Change Management
- Percent increase/decrease standard and emergency changes
- Percent increase/decrease in changes causing incidents

Configuration Management
- Number of configuration items inducted into the CMDB (weekly or monthly)
- Number of unauthorized changes detected (weekly or monthly)

Release Management
- Percent urgent releases
- Reduction in number of failed distributions to remote sites
- Reduction in build failures
- Reduction in releases backed out

Service Desk
- Increase in first call resolution by tier 1 support
- User satisfaction
- Workload analysis
- Event type and frequency

Incident Management
- Reduction in incident escalations out of service desk
- Decrease in recurring calls

Problem Management
- Number of problems opened in a month
- Number of problems resolved in a month

Service Level Management
- Customer survey results (geared toward CIO MVV's and perceptions of cost, time, effectiveness, quality)
- Number of complaints/action items reported versus resolved
- How long did it take to resolve the complaint?
- Number of processes documented
- Call handling efficiency (Gartner based)
- Orders processed (time frames)
- Q/A calls (customer call back)
- Number of customer kudos – Need to set a goal!
- Number of customer meetings
- Customer meeting minutes produced versus meetings held
- Customer meetings held on time (agreed upon time frames)

Availability Management
- Mainframe availability–uptime
- SCEIS server availability – uptime

Financial Management
- Budget to actual
- Revenue versus expense
- Cash analysis (total, teleco, DP)
- Top 10 A/R (0-60, 61-120, 120+)
- Top 20 billed customers
- Credits and adjustments by department

Security Management
- Number of assessments
- Number of policy violations
- Number of security events as defined by NIST 800-53
- Number of virus/wormlike activities
- Number of personnel actions
- Number of security awareness seminars, training sessions, communications

ICT Infrastructure
- Scheduled completion of scheduled jobs
- Number of data or system restores required
- Equipment installation statistics
- Response time to events
- Expenditures against budget
- Number of maintenance windows exceeded

Applications
- Ability of users to access the application and its functionality
- Reports and files transmitted to users
- Number of releases deployed
- Application availability
- Time spent on projects

IT Service Continuity Management
- Regular and comprehensive ITSC Plan testing
- Overall reduction in the risk and impact of possible failure of IT services
- Regular reviews of the ITSC Plan

Capacity Management
- Adherence to review timelines
- CPU utilization
- CPU response times